

March 25, 2026

A Lending Network for  
Michigan's Food and  
Farm Entrepreneurs

# Webinar Series Emerging Farmer Learning Series



Michigan's Emerging Farmers



**MIFFS**  
Michigan Food &  
Farming Systems  
*Supporting the Many Faces of Farming*

**MICHIGAN STATE**  
UNIVERSITY

Center for  
Regional Food Systems

**MICHIGAN STATE**  
UNIVERSITY

Extension



# HR-BIS: WHO WE ARE



HR-BIS, LLC is a bilingual, international Human Resources consulting firm specializing in **people-first, compliance-driven, culturally competent** HR solutions for small and mid-sized businesses.

Founded and led by **Carolina Puerta-Estevez**, a dual U.S.–Spain citizen and bilingual HR expert, HR-BIS helps organizations build stronger workplaces through clarity, structure, and strategic support.

# HR-BIS: WHAT WE DO

## **Bilingual HR Consulting & Implementation**

- Employee handbooks & policies
- Job descriptions & compensation structure
- HR audits and compliance setup
- Onboarding systems and full-cycle HR support

## **Training & Workforce Development**

- Leadership & supervisor training
- DEI & communication workshops
- Compliance-based training
- SOP creation & operations improvement

# HR-BIS: WHAT WE DO cont...

## Career Coaching Services

- Résumés, interview prep, career strategy
- Bilingual coaching (English/Spanish)

## Translation & Interpretation

- HR, legal, corporate, and training content

## Digital Training & Custom Workshops

- Designed for small businesses, nonprofits, and community-based organizations

# HR-BIS: COMBINING APPROACH

- Cultural competency
- Regulatory compliance
- Practical HR systems
- Clear communication
- People-centered strategy

To help employers **attract, align, engage, and retain** their workforce.

HR-BIS operates the same as (Insert Your Business Name Here)

# Importance of Human Resources

**Human Resources ensures that organizations operate within federal, state, and local laws.**

**This protects both the employer and the employee.**

# HR Boosts Community Stability and Economic Development

- Jobs are more stable
- Workers are protected
- Families have economic security
- Local businesses strengthen the local economy
- There is less turnover and more long-term career development

HR contributes directly to community resilience.

# Why HR Matters Everywhere

## **In Business:**

HR provides structure, compliance, talent development, and organizational stability.

## **In Communities:**

HR promotes equity, creates job pathways, connects resources, and strengthens the local economy.

# HR Strengthens Businesses

- Ensures legal & regulatory compliance
- Builds clear policies, SOPs, and structure
- Improves productivity through training & systems
- Reduces turnover and supports retention
- Develops leadership & healthy workplace culture

**ALIGN, ENGAGE, RETAIN:  
HIRING & KEEPING EMPLOYEES**

***PRACTICAL STRATEGIES TO  
STRENGTHEN COMPANY CULTURE***

# WHAT DOES ALIGNMENT MEAN?

**Shared mission, shared expectations**

**Alignment = clarity + consistency**

**Misalignment causes friction and turnover**

# VALUES to BEHAVIORS to ACTIONS?

Values must be visible and trainable

Value example: *Respect*

Behavior: Active listening

Action: Weekly team reflections

# LEADERSHIP ALIGNMENT A MUST

Leaders set the tone and cultural standards

Consistency across supervisors prevents mixed messages

Tools: leadership SOPs, regular check-ins, policy interpretation guides

# SOPs as CULTURAL ALIGNMENT TOOLS

SOPs = culture written clearly

Ensures fairness and reduces liability

HR-BIS Method = Compliance + Clarity + Bilingual  
access

# UNDERSTANDING EMPLOYEE ENGAGEMENT

Engagement  $\neq$  happiness

Engagement = emotional commitment + purpose

High engagement can decrease absenteeism and turnover

# FOUR DRIVERS OF ENGAGEMENT

**Voice** – Employees feel heard

**Growth** – Opportunities to learn

**Recognition** – Acknowledgment of contributions

**Well-being** – Physical, mental, emotional support

# ENGAGEMENT STRATEGIES FOR ANY BUSINESS

**Daily Huddles / Stand-Up Meetings**

**Quick Surveys or QR Feedback Loops**

**Cross-Training Programs**

**Recognition Systems: Points (positive), Peer Nominations, Awards**

**Reference to Employee Handbook**

# PSYCHOLOGICAL SAFETY & INCLUSION

**Safe voice increases performance. Encourage it.**

**Multicultural workplaces require language accessibility supporting bilingual communication bridges.**

# COMMUNICATION AS ENGAGEMENT

**Employee Handbook & SOPs**

**Transparent Communication Practices**

**Manager Communication Scripts**

**Internal Newsletters or Updates**

# EMPLOYMENT “EMPLOYEE” HANDBOOKS

## WHY DO THEY MATTER?

**Set expectations and reduce conflict**

**Improve compliance with workplace laws**

**Protect the business legally**

**Strengthen company culture**

**Support alignment, engagement, and retention**

**REMEMBER THE MUST HAVES - YOU CHOOSE THE REST!**

# EMPLOYMENT “EMPLOYEE” HANDBOOKS

## WHAT WE WILL COVER:

**Required legal sections**

**Recommended policies for food businesses**

**Culture + operational essentials**

**Training integration**

**How to structure a professional handbook**

**AN EMPLOYMENT HANDBOOK  
SETS THE TONE FOR YOUR BUSINESS!**

# EMPLOYMENT “EMPLOYEE” HANDBOOK

## LEGAL REQUIREMENTS

**At-Will Employment Statement**

**EEO & Anti-Discrimination**

**Harassment & Retaliation Prevention**

**Safety (OSHA) + Food Safety Compliance**

**Wage & Hour Rules (FLSA, Breaks, OT)**

**Reasonable Accommodations**

**Complaint Procedures**

# EMPLOYMENT “EMPLOYEE” HANDBOOK

## EMPLOYMENT POLICIES

**Hiring & Onboarding Process**

**Job Classifications (Full Time, Part Time, Temp)**

**Timekeeping & Payroll Expectations**

**Attendance & Punctuality Rules**

**Leaves of Absence (FMLA if Applicable)**

**Discipline Procedures**

# EMPLOYMENT “EMPLOYEE” HANDBOOK

## FOOD INDUSTRY SPECIFIC EXAMPLES

**Personal Hygiene & Illness Reporting**

**Handwashing Rules**

**Glove Use & Cross-Contamination Prevention**

**Temperature Control Responsibilities**

**Equipment Sanitation Duties**

**Emergency Contamination Response**

# EMPLOYMENT “EMPLOYEE” HANDBOOK

## FOOD INDUSTRY OSHA & FOOD COMPLIANCE

**Emergency Procedures (Evacuation, Fire, Tornado, Injury)**

**PPE Requirements**

**Chemical (SDS) Handling**

**Lockout/Tagout (if Machinery/Equipment)**

**Reporting Injuries & Near-Misses**

**Supervisor Responsibilities**

# EMPLOYMENT “EMPLOYEE” HANDBOOK

## WORKPLACE BEHAVIOR POLICIES

**Code of Conduct**

**Anti-Violence & Workplace Conflict**

**Social Media Expectations & Computer Usage Policies**

**Customer Service Standards**

**Professional Communication**

# EMPLOYMENT “EMPLOYEE” HANDBOOK

## TECHNOLOGY & SECURITY POLICIES

**Acceptable Use of Devices**

**Data Privacy & Confidentiality**

**Password Expectations**

**Use of POS Systems or Company Provided Software**

# EMPLOYMENT “EMPLOYEE” HANDBOOK

## ADDITIONAL RECOMMENDED POLICIES

**Inclement Weather**

**Scheduling Expectations**

**Tip Handling (If Applicable) or Gift Receiving**

**Uniforms & Appearance Standards**

**Vehicle Use**

# EMPLOYMENT “EMPLOYEE” HANDBOOK

## CULTURE BUILDING SECTIONS

**Mission, Vision, Values**

**How Employees Contribute to the Brand**

**Communication Expectations**

**Leadership Commitments**

**Staff Empowerment Practices**

# EMPLOYMENT “EMPLOYEE” HANDBOOK

## INTEGRATING TRAINING INTO THE MANUAL

**Required Initial Food Safety Training**

**On-the-Job Task Training Checklists**

**Ongoing Training Schedules**

**Supervisor Mentoring Expectations**

**Annual Refresher Requirements & Sign-Off**

# EMPLOYMENT “EMPLOYEE” HANDBOOK

## STRUCTURE OF A STRONG HANDBOOK

**Clear Introduction**

**Logical Section Order**

**Policies Grouped By Function**

**Appendices For Forms/Checklists**

**Bilingual when needed (English &**

**Predominant Language Other Than English)**

# EMPLOYMENT “EMPLOYEE” HANDBOOK

## WHAT SHOULD NOT BE IN A HANDBOOK

**Overly Detailed Procedures (SOPs Belong Elsewhere)**  
**Complex Legal Language**  
**Promises of Guaranteed Hours or Promotions**  
**Anything Contradicting State or Federal law**

# EMPLOYMENT “EMPLOYEE” HANDBOOK REVIEW & UPDATES

**Annual Legal Review**

**Update After Law Changes**

**Update When Operations Change**

**Re-Distribute Updated Version**

**Signed Acknowledgments Required**

# EMPLOYMENT “EMPLOYEE” HANDBOOK

## FINAL CHECKLIST FOR BUILDING A MANUAL

- Meets Legal Requirements**
- Reflects Your Company Culture**
- Includes Safety Compliance**
- Provides Clarity & Structure**
- Easy to Read and Accessible**

# WHY DO EMPLOYEES STAY?

**Purpose**

**Belonging**

**Growth**

**Fairness**

**Feeling Valued**

**Why do you think employees stay?**

# “STAY” INTERVIEW FRAMEWORK

**Ask employees:**

**What keeps you here?**

**What would tempt you to leave?**

**What can we do better?**

**How can your talent be better used?**

# HUMAN RESOURCES KEY PERFORMANCE INDICATORS (KPI) TO TRACK

**Turnover Rate**

**Absenteeism Trends**

**Engagement Survey Participation**

**Time-to-Fill and Cost-to-Hire**

**Internal Promotion Rate**

# RETENTION ACROSS THE EMPLOYEE LIFECYCLE

Attraction → Onboarding → Development → Offboarding

Onboarding is the #1 predictor of early turnover

Strengthen each stage to retain talent

# ONBOARDING THAT RETAINS

**30/60/90-Day Plans  
(Training & Performance Review)**

**Buddy System**

**Orientation Materials**

**Scheduled Check-Ins**

# ONBOARDING NEW EMPLOYEES (FOOD)

**Day 1 Basics: Facility Tour, Safety, Sanitation**

**Job Shadowing**

**Training Checklist**

**Supervisor Sign-Off**

**Training Material**

**30/60/90-Day Progress Checks**

# CREATE AN ONBOARDING CHECKLIST

**Pre-Arrival (Before First Day)**

**Day 1 - Welcome & Orientation (Company & Culture, HR & Compliance)**

**Food Safety Orientation**

**Day 1 — Job-Specific Training**

**Week 1 — Training & Integration**

**Week 2–4 — Skills & Performance**

**30-Day Check-In**

**60-Day Check-In**

**90-Day Review (End of Probation)**

**Employee & Supervisor Sign-Off**

# ONBOARDING CHECKLIST

## Pre-Arrival (Before First Day)

- Offer letter sent and signed
- Job description provided
- Schedule for first week shared
- Uniform or dress code instructions provided
- New hire paperwork prepared (W-4, I-9, etc.)
- Workspace, locker, or station assigned
- Email/login credentials created (if applicable)
- Training materials prepared (SOPs, manuals)
- Equipment and tools ready
- Manager assigned as onboarding lead

# ONBOARDING CHECKLIST

## Day 1 - Welcome & Orientation (Company & Culture, HR & Compliance)

### Company & Culture

- Welcome introduction & facility tour
- Review company mission, values, expectations
- Meet the team + key contacts

# ONBOARDING CHECKLIST

## Day 1 - Welcome & Orientation (Company & Culture, HR & Compliance)

### HR & Compliance

- Collect identification documents (I-9)
- Complete required forms (W-4, direct deposit)
- Review attendance policy
- Review safety rules & reporting procedures

# ONBOARDING CHECKLIST

## Day 1 - Welcome & Orientation (Company & Culture, HR & Compliance)

### Food Safety Orientation

- Handwashing protocol
- Glove use & personal hygiene standards
- Temperature control basics
- Allergen awareness
- Cross-contamination prevention

# ONBOARDING CHECKLIST

## Day 1 - Job Specific Training

- Workstation introduction
- Review job tasks & performance expectations
- Demonstrate use of equipment
- Review relevant SOPs
- Shadow experienced team member

# ONBOARDING CHECKLIST

## Week 1 - Training & Integration

- Daily check-in with supervisor
- Review cleaning & sanitation procedures
- Practice receiving & storage tasks (FIFO)
- Complete first training checklist items
- Demonstrate understanding of food safety tasks
- Review emergency procedures (fire, injury, evacuation)
- Introduce digital or paper manuals

# ONBOARDING CHECKLIST

## Week 2 - 4 Skills & Performance

- Complete job-specific SOP training
- Knife safety & equipment certification (if applicable)
- Chemical safety (OSHA HazCom)
- Complete mandatory safety trainings
- Begin working independently with supervision
- Supervisor documents progress

# ONBOARDING CHECKLIST

## 30-Day Check-In

- Review performance & comfort with tasks
- Discuss challenges or questions
- Provide feedback and next steps
- Confirm manual/SOP comprehension

# ONBOARDING CHECKLIST

## 60-Day Check-In

- Evaluate consistency & quality of work
- Confirm food safety compliance
- Provide development goals
- Identify additional training needs

# ONBOARDING CHECKLIST

## 90-Day Check-In

- Full performance evaluation
- Culture fit & teamwork assessment
- Confirm training completion
- Determine ongoing development plan
- Finalize employment status

# ONBOARDING CHECKLIST

## Employee & Supervisor Sign-Off

Employee Name: \_\_\_\_\_

Position: \_\_\_\_\_

Start Date: \_\_\_\_\_

Employee Signature: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_

Date Completed: \_\_\_\_\_

# EMPLOYEE TRAINING & MANUALS

# WHY TRAINING & MANUALS MATTER

**Safety & Compliance (FDA, USDA, Health Dept., OSHA)**

**Consistency Across Shifts & Locations**

**Reduce Turnover and Onboarding Time**

**Protects The Business from Liability**

**Builds Strong Culture & Employee Confidence**

# RISK OF NOT HAVING TRAINING OR MANUALS

**Inconsistent Practices**

**High Error Rate and Safety Violations**

**Injuries or Workers' Comp Claims**

**Miscommunication in Workplaces**

**Slow or Ineffective Onboarding**

**High Employee Turnover Rate (KPI)**

# WHAT EVERY TRAINING MANUAL SHOULD INCLUDE:

**Company Overview & Values**

**Safety Standards (Food - HACCP basics, Workplace - OSHA)**

**Cleaning & Sanitation Procedures**

**Customer Service Expectations**

**Equipment Operation SOPs**

**Emergency Procedures**

**Attendance & HR Policies**

**Clear Understanding/Translation When Needed**

# **SOPs: THE HEART OF TRAINING**

**Clear, Step-By-Step, Repeatable Instructions**

**Reduction of Errors**

**Helps Maintain Quality Control**

**Supports New Employees**

**Creates Fairness**

# 8 IMPORTANCES OF STANDARD OPERATING PROCEDURES (SOP's)

1. Ensures Consistency
2. Protects the Business and Supports Compliance
3. Improves Training & Onboarding
4. Supports Accountability & Clear Expectations
5. Enhances Efficiency & Reduces Waste
6. Protects Institutional Knowledge
7. Strengthens Customer Experience
8. Enables Growth & Scalability

# STANDARD OPERATING PROCEDURES (SOP's) for Food Products/Establishments

**Most food laws require standard operating procedures to be established prior to opening.**

# EXAMPLE OF FOOD SAFETY TRAINING BASICS

**Proper Handwashing & Glove Use**

**Avoiding Cross-Contamination**

**Temperature Control: Hot & Cold Holding**

**Cleaning & Sanitation Standards**

**Allergen Awareness**

**Personal Hygiene Standards**

# EXAMPLE OF SPECIALIZED TRAINING FOR FOOD OPERATIONS

**Receiving & Storage Procedures**

**FIFO Inventory Method**

**Equipment Cleaning Logs**

**Knife Safety**

**PPE Use**

**Chemical Safety (OSHA)**

# CREATING MULTILINGUAL & ACCESSIBLE TRAINING

**Spanish–English Manuals Recommended (Or predominant language)**

**Use Visuals for Low-Literacy or ESL teams**

**QR Codes Linking to Videos or Hyperlinks Provided**

**Provide Hands-On Demos**

**Avoid Jargon; Use Simple Language**

# DIGITAL vs PAPER MANUALS (FOOD)

## Digital Benefits:

- Easy to update
- Videos and photos
- Accessible by phone

## Paper Benefits:

- Useful for kitchens
- Works even without internet
- Easy to post in workstations

# HOW TO BUILD A TRAINING PROGRAM (STEP by STEP)

**Define Roles & Key Tasks**

**Break Tasks into SOPs**

**Prioritize Food Safety - Critical Tasks**

**Train Supervisors First (Train the Trainer)**

**Launch Onboarding Program**

**Track Completion**

**Update Quarterly**

# Measuring Training Success

**Reduction in Errors**

**Government Inspection Improvements**

**Consistent Product Quality**

**Employee Confidence & Speed**

**Lower Turnover**

# Training Tools

**Laminated Station Cards**

**Photos + step by step posters**

**QR Code Videos**

**Shadow Shifts**

**Digital SOP Library**

**Manager Coaching Scripts**

# Maintaining Manuals & Training

**Update Annually and Employee Sign-Off**

**Review After Government Inspections**

**Add Steps After Errors Occur**

**Involve Employees in Improvements**

# COMMON TRAINING MISTAKES

**Verbal-only Communication**

**No Visuals**

**No Standard Onboarding Program**

**Rushing Training Due to Staffing Pressures**

**Not Training Supervisors**

# QUICK WINS TO IMPLEMENT WEEKLY

**Create One SOP**

**Add Photos To One Existing Manual**

**Post A Created Schedule (Cleaning, Production, etc..)**

**Hold a 5- Minute Meeting At Beginning of Shift**

**Begin Using a Training Checklist**

# SUMMARY FOR YOUR 4-STEP ROADMAP FOR HR SUCCESS

- 1. ALIGN** (Values, SOPs, Leadership)
- 2. ENGAGE** (Voice, Recognition, Communication)
- 3. RETAIN** (Onboarding, Development, Stay Interviews)
- 4. TRAIN** (Employee Training & Manuals)

# HR-BIS CAN SUPPORT WITH:



Human Resources  
Bilingual International Services

**Business Consulting & Planning**  
**Handbook Creation & Customization (English/Spanish)**  
**SOP Development**  
**HR Compliance Documentation & Training**

# SOURCES (Including Hyperlinks):

**FDA (Food & Drug Administration)** <https://www.fda.gov/food>

**“Food Safety Modernization Act (FSMA)**

[https://www.fda.gov/food/guidance-regulation-food-and-dietary-supplements/food-safety-modernization-act-fsma?utm\\_](https://www.fda.gov/food/guidance-regulation-food-and-dietary-supplements/food-safety-modernization-act-fsma?utm_)

**FDA HACCP (Hazard Analysis Critical Control Point) guidelines:**

<https://www.fda.gov/food/hazard-analysis-critical-control-point-haccp/haccp-principles-application-guidelines>

# SOURCES (Including Hyperlinks):

**DOL / OSHA (Federal)** <https://www.osha.gov/workers/employer-responsibilities?>

**OSHA Laws & Regulations: “Employers must comply with all applicable OSHA standards.”**

<https://www.osha.gov/laws-regs>

**DOL Major Laws summary: covering workplace safety & health under the OSH Act.**

<https://www.dol.gov/general/aboutdol/majorlaws>

# SOURCES (Including Hyperlinks):

**Michigan Department of Labor / Michigan OSHA**

<https://www.michigan.gov/leo/bureaus-agencies/miosha>

**Michigan Occupational Safety and Health Act (state law)**

<https://www.osha.gov/contactus/bystate/MI/areaoffice>

**HACCP (Hazard Analysis Critical Control Point)**

<https://www.fda.gov/food/hazard-analysis-critical-control-point-haccp/haccp-principles-application-guidelines>

**USDA/FSIS “Guidebook for the Preparation of HACCP Plans”**

[https://www.fsis.usda.gov/sites/default/files/media\\_file/2021-03/Guidebook-for-the-Preparation-of-HACCP-Plans.pdf](https://www.fsis.usda.gov/sites/default/files/media_file/2021-03/Guidebook-for-the-Preparation-of-HACCP-Plans.pdf)

# EMERGING FARMER LEARNING SERIES

Carolina Puerta-Estevez



[www.hrbisllc.com](http://www.hrbisllc.com)



[cpe@hrbisllc.com](mailto:cpe@hrbisllc.com)



+1-616-322-8757



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